

IMPLEMENTING ARRANGEMENT (IA)

BETWEEN THE

CHIEF OF DEFENCE NORWAY

AND THE

COMMANDER-IN-CHIEF, UNITED STATES EUROPEAN COMMAND

as represented by Headquarters, United States Marine Corps

CONCERNING

CONTAINERIZATION OF AMMUNITION AND EQUIPMENT

WITHIN THE

NORWAY AIR-LANDED MARINE EXPEDITIONARY BRIGADE GEO-PREPOSITIONING STORAGE PROGRAM

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RECORD OF AMENDMENTS

Amendment Number	Date of Change	Date Entered	Entered By

PREAMBLE

This Implementing Arrangement (IA) is between the United States Marine Corps (USMC) and Chief of Defence Command, Norway (CHODNO). The purpose of this IA is to set forth the processes and administrative procedures for containerization of Class V ammunition and selected equipment within the Norway Air-Landed Marine Expeditionary Brigade (NALMEB) sites at Troendelag, Norway.

This IA is derived from separate Norwegian and USMC ammunition working group studies conducted in 1996. These working group studies were discussed at a joint Deployment and Employment Planning Group (DEPG) and Prepositioning Equipment Management Group (PEMG) meeting in December 1996 where the USMC/Norwegian team was tasked to develop an implementation plan for presentation and formal approval on 4 February 1997 by the NALMEB program Executive Committee (EXCOM).

The IA is divided into two work phases (Annex A and Annex B), with financial matters (Annex C), and cost identification and financial reporting procedures defined (Annex D). The financial report will clearly delineate the expenditure of both USMC and Norwegian funds. The table below provides further amplification of the implementation plan:

Annex A	Annex B	Annex C	Annex D
Phase 1: a. Containerization of 20 days of ammunition (DOAs). b. Containerization of remaining ammunition.	equipment and supplies containerized.		Cost identification and financial reporting procedures.

Phase 1(a) of the containerization process provides for the initial 20 days of ammunition for rapid issue to arriving NALMEB units. Phase 1(b) describes the containerization of the remaining ammunition in storage. Phase 2 examines the containerization of specified supplies and equipment from within the NALMEB program.

This IA is established in consonance with the United States of America and Kingdom of Norway Memorandum of Understanding (MOU) for Pre-Stockage and Reinforcement of Norway dated 16 January 1981 and a Prepositioning Arrangement between the United States and Norway dated 28 August 1995.

Nothing in this IA shall take precedence over the provisions of: (1) the United States-Norway Lines of Communication (LOC) agreement of 27 March 1981; (2) the provisions of Article 3, North Atlantic Treaty of 4 April 1949; (3) the North Atlantic Treaty Organization (NATO) Status of Forces Agreement (SOFA) of 1951; and (4) a Storage Arrangement dated 28 August 1995.

IMPLEMENTING ARRANGEMENT

Article 1

DEFINITIONS OF TERMS AND ABBREVIATIONS

1.1	CHODNO:	Chief of Defence, Norway
1.2	CMC:	Commandant of the Marine Corps
1.3	CWG:	Containerization Working Group
1.4	DEPG:	Deployment and Employment Planning Group
1.5	DOA:	Days of Ammunition
1.6	DKT:	District Kommand, Troendelag
1.7	EXCOM: the stru	Executive Committee; the highest decision making forum under acture prescribed in the Terms of Reference (TOR).
1.8	GON:	Government of Norway; Government of the Kingdom of Norway
1.9	organi: nation's territo	Host Nation Support; civil and military assistance rendered in crisis and war by a host nation to allied forces and NATO zations which are located in or transit through the host ry. The basis for such assistance is commitments O alliance or from bilateral or multilateral
ograan	•	
_		en host nations, NATO organizations
and na	mon(s) having forces of	perating on the host nation's territory.
1.10	HQDEFCOMNOR:	Headquarters Defence Command, Norway
1.11	KEA:	Key Employment Area; Norway sites in which the NALMEB is expected to be exercised or operating
1.12	MHE:	Material Handling Equipment
1.13	MOA:	Memorandum of Agreement
1.14	MOU:	Memorandum of Understanding

1.15 NALMEB: Norway Air-Landed Marine Expeditionary Brigade

1.16 PEMG: Prepositioned Equipment Management Group

1.17 SOP: Standing Operating Procedures

1.18 TOR: <u>Terms of Reference</u>; a document governing the functioning of the

NALMEB Geo-Prepositioning System; resulting from the

Geo-Prepositioning Conference, Oslo, Norway held in May 1995.

1.19 USMC: United States Marine Corps

Article 2

SCOPE

2.1 To containerize NALMEB ammunition and equipment within the time frame agreed upon by the USMC and GON.

Article 3

RESPONSIBILITIES

- 3.1 In accordance with the TOR, the PEMG/DEPG will review, revise and provide amendments to this implementation plan as a result of Containerization Working Group (CWG) proposals.
- 3.2 In accordance with the TOR, the EXCOM will review and approve all amendments to this implementation plan.
- 3.3 The USMC is responsible for providing:
 - a) Containers for Ammunition
 - b) Blocking and Bracing Material
 - c) Personnel Support
 - d) Transportation
- 3.4 GON, HQDEFCOMFOR is responsible for providing Host Nation Support (HNS) necessary to:
 - a) Receive and transport containers to the different storage sites in Norway.

- b) Provide adequate facilities and MHE for the packing process outlined in this IA.
- c) Provide Project Officer and personnel for the packing processing outlined in Annex A.

Article 4

OPERATIONAL READINESS

4.1 The prepositioned equipment and ammunition will be containerized in accordance with the requirements in the II Marine Expeditionary Force (MEF) Operations Plan/Support Plan (OPLAN/SUPPLAN).

Article 5

ORGANIZATION

5.1 Organizational matters pertaining to this IA are detailed in the Geo-Prepositioning Terms of Reference (TOR). Details about the different phases are found in the Annexes.

Article 6

CONTRACTUAL ARRANGEMENTS

When contractors are employed and supervised by the GON, CHODNO will be responsible for inspection and certifying the quality of work performed by contractors.

Article 7

FINANCE

- 7.1 The USMC and GON have identified costs in support of the containerization program detailed in Annex C. The GON responsibilities will be in accordance with those of "host nation".
- 7.2 Annex C (Fiscal Matters) identifies broad costing categories and responsible nation.
- 7.3 Annex D (Cost Identification and Financial Reporting) identifies the responsibilities to both the USMC and GON for Phase 1.

- 7.4 Any expenses to be paid by the USMC or GON will be agreed to in advance. The respective nations funds will be subject to national audit procedures. Fiscal reporting procedures of one nation are not subject to audit by the other nation.
- 7.5 Review of all expenses will be conducted jointly, as detailed in Annex C.
- 7.6 Cost identification for the remaining ammunition and equipment under Phases 1(b) and 2 will be by amendment to Annex C.

Article 8

VISITS

- 8.1 Visits by USMC containerization inspection team personnel will be scheduled jointly.
- 8.2 U.S. visitors to Norway, in conjunction with this IA, will submit country clearance requests in accordance with current directives.
- 8.3 Norwegian visitors to the U.S., in conjunction with this IA, will submit country clearance requests in accordance with current directives.

Article 9

PROGRESS PLAN

9.1 Phase 1(a) is to be completed by the end of 1997 with details provided in Annex A. Phase 1(b) and Phase 2 implementation plans will be further developed and presented to the EXCOM for separate decision.

Article 10

DURATION AND EFFECTIVE DATE

- 10.1 Formal termination of the IA will be when containerization of NALMEB equipment and ammunition is completed or by agreement of both the USMC and GON.
- 10.2 This IA shall be entered into on the day the last ratifying official affixes signature.

Article 11

MODIFICATION OF THE IMPLEMENTATION ARRANGEMENT

11.1	This IA may	y be amended b	y written amendmer	nt signed b	y both the USMC and GO	N.

APPROVAL

This Implementing Arrangement (IA) has been prepared in two English language originals for signature.

For the Chief of Defence, Norway	For the Commandant of the Marine Corps		
DATE:	DATE:		
A. Gronheim	P. M. Lee, Jr.		
Brigadier, NOAF	Brigadier General, USMC		
Deputy Chief of Staff, Resources	Director, Logistics Plans, Policies and		
Headquarters Defence Command Norway	Strategic Mobility Division		

AMENDMENT 1

TO THE

IMPLEMENTING ARRANGEMENT FOR THE CONTAINERIZATION OF AMMUNITION

- 1. <u>Purpose</u>. To transmit changes to the bilateral Implementing Arrangement (IA) for the Containerization of Ammunition between the United States and the Government of Norway.
- 2. <u>Action</u>. Insert the new pages to replace Page A-1, Page A-A-2-1, and Page A-F-1 of the Implementing Arrangement.
- 3. <u>Filing Instructions</u>. This change transmittal will be filed immediately following the signature page of the IA.

For the Chief of Defense, Norway	For the Commander-in-Chief, United States European Command as represented by the Headquarters United States Marine Corps	
DATE	DATE	
Ole-Gerhard RON	P. M. Lee, Jr.	
Commodore	Brigadier General, USMC	
Deputy Chief of Staff, Operations	Director, Logistics Plans, Policies	
Headquarters Defense Command Norway	and Strategic Mobility Division,	
	Installation and Logistics	

ANNEX A

Phase 1(a)

INTRODUCTION

This NALMEB program implementation plan combines separate Norwegian and USMC supply Class V ammunition and equipment containerization working group studies conducted in 1996.

<u>Phase 1(a)</u> - of the containerization process accomplishes the packaging of an initial issue of 20 days of ammunition (DOAs). This Annex addresses the facets of Phase 1(a) in detail.

Phase 1(b) - involves containerization of the remaining NALMEB ammunition, 10 DOA Class V(A) and 7 DOA Class V(W). This Annex describes the amendment process which will be used to complete Phase 1(b).

<u>Phase 2</u> - provides for the containerization of designated NALMEB supplies and equipment. Annex B explains the provisions of Phase 2, which will be expanded based on guidance received through Executive Committee (EXCOM) action.

IMPLEMENTATION PLAN

The details for implementation of Phase 1(a) are provided as follows:

<u>APPENDIX</u>	<u>SUBJECT</u>
٨	During Managana
A	Project Management
В	Packaging/Storage/Inventory Plan
C	Container Categories
D	Material Handling Equipment
E	Infrastructure Requirements
F	Training Requirements

The implementation plan for Phase 1(b) and Phase 2 will follow similar formats.

A-1 **TAB A-2**

Phase 1(a)

MILESTONES

<u>EVENT</u>	COMPL DATE	RESPONSIBILITY
Develop Implementation Plan	17 Jan 97	CWG
Implementation Plan Signed	4 Feb 97	EXCOM
Ammunition Packing Plan	1 Apr 97	CWG
Provide U.S. Army (DARCOM) Blocking & Bracing Drawings	1 May 97	MARCORSYSCOM
Containers & Packing Material Received in Norway 1 J	Jun 97 BICmd	
Designated MHE Delivered	1 Jul 97	LANDTROEND
P&P Personnel Training Completed	1 Jul 97	MARCORSYSCOM/MEB Section
Implementation of Ammunition Site New Structure(s) Approval	31 Jul 97	CHODNO/U.S
Infrastructure Work Completed 31	Jul 97 Norway Defe	nce Const. Service
Standing Operating Procedures (SO) for Container Packing Approved	P) 1 Jul 97	MARCORSYSCOM/MEB Section
Implementation of Ammunition Accounting System (ROLMS)	1 Aug 97	MARCORSYSCOM
Start Containerization of NALMEB Class V assets (Phase 1(a))	1 Aug 97	MEB Section
Complete Containerization of		

Amendment 1

30 Jun 98

MEB Section

A-A-2-1 **APPENDIX F**

Phase 1(a)

TRAINING REQUIREMENTS

Personnel involved with containerization of NALMEB ammunition will require formal training in container certification, blocking and bracing, and forklift operations.

School seats for Ammo Class L10 (Container Re-Certification Course) have been requested. Training is scheduled to be conducted 18 - 20 November 1997 at Savanna, Illinois. Personnel from Norway and the U.S. have been identified.

School seats for Ammo Class L22 (Blocking and Bracing) have been requested. Training is scheduled to be conducted 3-7 March 1997 at Charleston, South Carolina. Personnel from Norway and the U.S. have been identified.

Forklift operators training for 10 ton and greater equipment is required. MEB Section driver training needs to be conducted by 1 August 1997.

AMENDMENT 2

TO THE

IMPLEMENTING ARRANGEMENT FOR THE CONTAINERIZATION OF AMMUNITION

Encl: (1) New page inserts

- 1. <u>Purpose</u>. To transmit page changes to the bilateral Implementing Arrangement (IA) for the Containerization of Ammunition between the United States and the Government of Norway.
- 2. Action. a. Insert the new pages immediately following page A-F-1 of the IA.
- 3. <u>Filing Instructions</u>. This change transmittal will be filed immediately following the signature page of Amendment 1 of the IA.

For the Chief of Defense, Norway	For the Commander-in-Chief, United States European Command as represented by the Headquarters,
	United States Marine Corps
DATE	DATE
Ole-Gerhard RON	P. M. Lee, Jr.
Commodore	Brigadier General, USMC
Deputy Chief of Staff, Operations	Director, Logistics Plans, Policies
Headquarters Defense Command Norway	and Strategic Mobility Division,
	Installation and Logistics

ANNEX A

Phase 1(a)

INTRODUCTION

This NALMEB program implementation plan combines separate Norwegian and USMC supply Class V ammunition and equipment containerization working group studies conducted in 1996.

<u>Phase 1(a)</u> - of the containerization process accomplishes the packaging of an initial issue of 20 days of ammunition (DOAs). This Annex addresses the facets of Phase 1(a) in detail.

Phase 1(b) - involves containerization of the remaining NALMEB ammunition, 10 DOA Class V(A) and 7 DOA Class V(W). This Annex describes the amendment process which will be used to complete Phase 1(b).

<u>Phase 2</u> - provides for the containerization of designated NALMEB supplies and equipment. Annex B explains the provisions of Phase 2, which will be expanded based on guidance received through Executive Committee (EXCOM) action.

IMPLEMENTATION PLAN

The details for implementation of Phase 1(a) are provided as follows:

<u>APPENDIX</u>	<u>SUBJECT</u>
A	Project Management
В	Packaging/Storage/Inventory Plan
C	Container Categories
D	Material Handling Equipment
E	Infrastructure Requirements
F	Training Requirements

The implementation plan for Phase 1(b) and Phase 2 will follow similar formats.

APPENDIX A

Phase 1(a)

PROJECT MANAGEMENT

Table of Contents

TAB A-1	Project Organization
TAB A-2	Milestones
TAB A-3	Finance and Progress Reporting
TAB A-4	Record Keeping

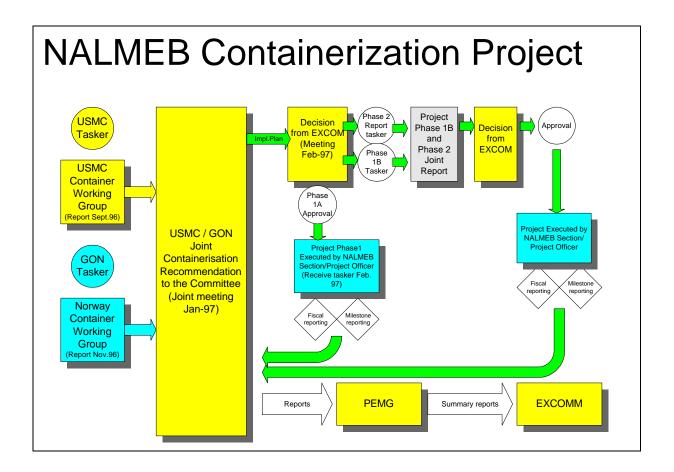
A-A-1 **TAB A-1**

Phase 1(a)

PROJECT ORGANIZATION

The NALMEB containerization project requires daily oversight by a dedicated Project Officer to insure efficiency and mission accomplishment. The Project Officer will be based in Norway to oversee and control the overall containerization process.

The Project Officer for Phase 1(a) will be the Ammunition Officer, NALMEB Section, Supply Stores, Troendelag, Norway. This officer will continue to work within assigned mission parameters of the NALMEB program. Routine handling and safety procedures will be followed in the daily oversight of the project. The Project Officer will submit applicable reports to the Co-Chairs of the Containerization Working Group (CWG) via the Officer-in-Charge (OIC) of the NALMEB Section, Supply Stores, Troendelag. The Co-Chairs of the CWG will report to their respective DEPG/PEMG Chairman. The Chairmen of the DEPG/PEMG will present progress reports and recommend IA changes to the EXCOM. The figure below describes the process:



A-A-1-1

TAB A-2

Phase 1(a)

MILESTONES

EVENT	COMPL DATE	RESPONSIBILITY			
Develop Implementation Plan	17 Jan 97	CWG			
Implementation Plan Signed	4 Feb 97	EXCOM			
Ammunition Packing Plan	1 Apr 97	CWG			
Provide U.S. Army (DARCOM) Blocking & Bracing Drawings	1 May 97	MARCORSYSCOM			
Containers & Packing Material Received in Norway 1	Jun 97 BICmd				
Designated MHE Delivered	1 Jul 97	LANDTROEND			
P&P Personnel Training Completed	l 1 Jul 97	MARCORSYSCOM/MEB Section			
Implementation of Ammunition Site New Structure(s) Approval	31 Jul 97	CHODNO/U.S			
Infrastructure Work Completed 31 Jul 97 Norway Defence Const. Service					
Standing Operating Procedures (SO for Container Packing Approved	P) 1 Jul 97	MARCORSYSCOM/MEB Section			
Implementation of Ammunition Accounting System (ROLMS)	1 Aug 97	MARCORSYSCOM			
Start Containerization of NALMEB Class V assets (Phase 1(a))	1 Aug 97	MEB Section			
Complete Containerization of 20 DOAs of Class V assets (Phase 1(a))	30 Jun 98	MEB Section			

A-A-2-1 **TAB A-3**

Phase 1(a)

FINANCE AND PROGRESS REPORTING

Reporting Procedures-

Outline of costs between the USMC and Norway is identified in Annex C of this Implementing Arrangement (IA).

The Norwegian's cost outline for NALMEB containerization efforts will be executed by the OIC of the MEB Section on a daily basis, with the costs for the containerization project specified separately.

The USMC's cost outline for NALMEB containerization efforts will be executed by the NALMEB Project Officer (NPO) at Blount Island Command, Jacksonville, Florida, with the cost for the containerization project specified separately.

The CWG will conduct special meetings if financial aspects of this IA are to be combined and presented to the PEMG.

Progress Reporting -

The Project Officer will present a monthly progress report to the Co-Chairmen of the CWG, via the appropriate chains-of-command, using the format (locally produced) found in Attachment 1.

A-A-3-1 **ATTACHMENT 1 to TAB A-3**

NALMEB CONTAINERIZATION FINANCE REPORTING AND PROGRESS REPORTING

Finance Reporting -

Cost Description	Funded	Used Last Period	Total Used	Difference
Container Acquisition				
Blocking and Bracing Materials				
Personnel Support				
Transportation *				
Project Infrastructure KEA/Cave Site(s)				
Material Handling Equipment				
Material Handling Equipment (KEA 4)				
Other Cost(s)				

Progress Reporting -

Functional Area Description	% Completed
Project Management	
Packaging/Storage/Inventory Plan	
Container Categories	
Material Handling Equipment	
Infrastructure Requirements	
Training Requirements	

Milestone Reporting:

A listing of assigned milestones with projected/estimated completion dates.

Progress Summary:

A brief summary describing delays, a short description of the reason and other items that the Project Officer wants to bring to the attention of the CWG.

A-A-3-1-1 **TAB A-4**

Phase 1(a)

RECORD KEEPING

It is important that all lessons learned and pertinent knowledge gained in the containerization process be recorded for future effort. The Project Officer is tasked to establish administrative recordkeeping procedures and assign personnel to track activities for such purposes.

A-A-4-1 **APPENDIX B**

Phase 1(a)

PACKAGING/STORAGE/INVENTORY PLAN

Table of Contents

TAB B-1	Container Packaging Plan
TAB B-2	Container Storage Plan
TAB B-3	Container Inventory Plan

A-B-1 **TAB B-1**

Phase 1(a)

The packaging/storage/inventory plans are described as follows:

PACKAGING PLAN

Convention Safe Containers (CSC) are to be used to load ammunition. Each container will be inspected to insure that a CSC Department of Defense Inspection Label (DD Form 2282) is attached and that the containers meet all other requirements of Military Handbook-138A.

Contained in Attachments (1) and (2) to this Tab are the container packaging plans for Class V aviation (A) of 20 DOAs and Class V ground (W) of 7 DOAs and an additional 13 DOAs. The individual container goals for the packaging of Class V can be modified as required (i.e. unit pack, weight and cube). Major changes to the packaging plan must be presented to the CWG (i.e. any changes to the packaging plan which would cause the plan to be incompatible or create a safety hazard).

Blocking and bracing requirements will be in accordance with existing United States Army drawings. Any deviation must be addressed and approved by competent authority. Certified personnel will inspect and approve each container upon completion of the packaging process, using locally produced certification formsUpon certification of each loaded container a bar coded inventory label and a serialized seal will be attached and recorded.

Container packaging operations will be conducted in accordance with Standard Operating Procedures (SOP) to be developed by the MEB Section, Supply Stores, Troendelag. This SOP will be approved by the Ammunition Branch, Army Materiel Command (MATCOM) and the Program Manager for Ammunition (PM-AM-EES), Marine Corps Systems Command (MARCORSYSCOM).

A-B-1-1 **TAB B-2**

Phase 1(a)

CONTAINER STORAGE PLAN

Ammunition containers will be stored to permit access to the doors for inspection of serialized seals. Bar code labels will be placed on the container to permit scanning. All existing NALMEB storage and compatibility directives are applicable.

A-B-2-1 **TAB B-3**

Phase 1(a)

CONTAINER INVENTORY PLAN

Inventory and accountability of Class V material packaged in a container will be accomplished using existing automated systems (i.e. FOSAMS/ROLMS). Inventory of ammunition will be inspected by quality control personnel and certified by quality assurance personnel. For ease of accountability and reporting, it is recommended that a single unit identifier (UIC/RIC) for Class V (A) and V (W) be utilized. Labels will be prepared and affixed to all ammunition containers to accommodate scanning.

A-B-3-1 **APPENDIX C**

Phase 1(a)

CONTAINER CATEGORIES

Container requirements were computed through earlier working group studies (Norwegian working group of 1991 and USMC working group of 1996). The container requirements and projections used in this report are drawn from the December 1996 USMC Container Report.

All calculations are based on the current ammunition "on-hand" quantities. Any change in mix or quantities of ammunition will directly effect all calculations in this document.

Projected container requirements for Phase 1(a) are:

Container Types	Required Qty	Sourced By	By Date
4 1/2 Foot Containers	125	USMC	1 June 97
6 Foot Containers	60	USMC	1 June 97
8 1/2 Foot Containers	181	USMC	1 June 97
Flat Rack Containers	90	USMC	1 June 97

APPENDIX D

Phase 1(a)

MATERIAL HANDLING EQUIPMENT

The following table represents a summation of the MHE requirements previously identified in the Norwegian and USMC studies.

MHE REQUIREMENTS	SOURCED BY	REQUIRED QTY	BY DATE
Forklift for Container Handling (16 Ton)	GON	6	1 Jul 97
Forklift for Container Loading (3 Ton)	GON	6	1 Jul 97
Terminal Tractors for Movement in/out of Ammo Halls	GON	6	1 Jul 97
Container Spreader Bars	GON	1 Each Cave Site	1 Jul 97
Container Inspection Rack	GON	1 Each Cave Site	1 Jul 97
Container Wheel Sets for Container Hauling	GON	12 Sets	1 Jul 97
Rough Terrain Container Handlers (RTCH)	USMC	TBD	TBD

Norwegian sourced equipment is required for the movement of containers from the storage site to the Key Employment Area (KEA). This movement is a Norwegian responsibility as defined by current HNS agreement.

USMC sourced equipment is a requirement solely for KEA operations.

A-D-1 **APPENDIX E**

Phase 1(a)

INFRASTRUCTURE REQUIREMENTS

Table of Contents

TAB E-1 Engineering Projects

TAB E-2 Building Requirements

A-E-1 **TAB E-1**

Phase 1(a)

ENGINEERING PROJECTS

Engineering Projects	Sourced By	By Date
Outside Areas at Hammerkammen and Kalvaa must be leveled for container Lay-down area	GON	31 July 97
Hammernesodden: Area outside tunnel entrance enlarged to permit loading of trucks.	GON	31 July 97
Hammernesodden: Road from Tunnel entrance to pier has to be enlarged to permit transport of containers with forklifts.	GON	31 July 97
Hammernesodden: Container lay-down area at pier has to be enlarged to create lay-down area for shipping operations.	GON	31 July 97
Kalvaa: Road from MAERU maintenance building to tunnel entrance has to be enlarged to permit transport of containers with forklifts.	GON	31 July 97

A-E-1-1 **TAB E-2**

Phase 1(a)

BUILDING REQUIREMENTS

Building Requirements	Required Qty	Sourced By	By Date
Plastic storage buildings for storing empty containers for ammo stored in igloos and small ammo caves.	1 Humidity Controlled Build- ing at each Cave Site	GON	By end of packaging process
Plastic hall for ammo container packaging.	1 Hall at each Cave Site	GON	1 June 97
Garage/maintenance facilities for forklifts and tractors.	1 Hall at each Cave Site	GON	1 June 97

APPENDIX F

Phase 1(a)

TRAINING REQUIREMENTS

Personnel involved with containerization of NALMEB ammunition will require formal training in container certification, blocking and bracing, and forklift operations.

School seats for Ammo Class L10 (Container Re-Certification Course) have been requested. Training is scheduled to be conducted 18 - 20 November 1997 at Savanna, Illinois. Personnel from Norway and the U.S. have been identified.

School seats for Ammo Class L22 (Blocking and Bracing) have been requested. Training is scheduled to be conducted 3-7 March 1997 at Charleston, South Carolina. Personnel from Norway and the U.S. have been identified.

Forklift operators training for 10 ton and greater equipment is required. MEB Section driver training needs to be conducted by 1 August 1997.

A-F-1 ANNEX A

Phase 1(b)

CONTAINERIZATION OF REMAINING AMMUNITION

After the initial containerization effort, there will remain 10 DOAs of Class V (A) and 7 DOAs of Class V (W) ammunition to be containerized. Containerization of this ammunition should be accomplished as soon as funds are available to procure containers, and blocking and bracing materials. The process to be followed is the same as for Phase 1(a), with amendments made to this IA. The following is an outline of the requirements to be reviewed with an analysis of the additional costs associated with this effort.

Appendix A - Project Management. No change from Phase 1(a).

<u>Appendix B - Packaging/Storage/Inventory Plan</u>. A packaging plan will be required, however, storage and inventory requirements will not change from Phase 1(a).

<u>Appendix C - Containers Categories</u>. Additional containers, along with blocking and bracing materials, will have to be procured. Exact quantities will be determined at a later date.

<u>Appendix D - Material Handling Equipment</u>. The MHE procured for the initial phase will also serve this phase.

<u>Appendix E - Infrastructure Requirements</u>. No additional infrastructure requirements will exist.

<u>Appendix F - Training Requirements</u>. Training of personnel will already be completed.

ANNEX B

Phase 2

CONTAINERIZATION OF EQUIPMENT AND SUPPLIES

Containerization of the supplies and equipment stored in the NALMEB program is a logical follow-on to the containerization of ammunition. Before work can commence, further analysis will be required. The 1991 Norwegian Containerization Study (NCS) is an excellent source to begin this analysis. The NCS recommended the containerization of 7 days of supply (DOSs) for all equipment and supplies. Following the ammunition containerization implementation format used in Phase 1(a), the following areas require study:

<u>Appendix A</u> - Project Management

<u>Appendix B</u> - Association/Storage/Inventory Plan

<u>Appendix C</u> - Container Requirements/Categories

Appendix D - Material Handling Equipment

<u>Appendix E</u> - Infrastructure Requirements

<u>Appendix F</u> - Personnel/Training Requirements

The following milestone activities must be achieved before an in-depth analysis can be performed:

EVENT	RESPONSIBILITY
	KESI ONSIDILI I

Organization/Equipment (T/O&T/E) Review

II Marine Expeditionary Force (MEF)

Spreadload/Mobile Load PlanII MEF

Tailoring Conference Headquarters, U.S. Marine Corps (HQMC)

Association/Capability Set Plan MEF

Container Study EXCOM/PEMG/CWG

Procurement of Containers HQMC/Blount Island Command (BICmd)

B-1 ANNEX C

FINANCIAL MATTERS

Identification of costs not covered by this IA may be referred to the Fiscal Syndicate of the PEMG for resolution. Fiscal policies are in accordance with the Geo-Prepositioning Conference which established sourcing relationships, and in accordance with the established TOR.

NALMEB representatives of the CMC and CHOD will meet annually to validate forecasted expenditures for the upcoming year and to estimate expenditures for containerizing the remaining ammunition and equipment, based on experience and predicted cost factors.

Implementation procedures for financial matters are addressed in Annex D of this IA. Questions arising out of the cost-sharing apportionment or requests for determination of cost-sharing responsibilities are to be referred to the PEMG.

Cost apportionment as a result of NALMEB prepositioning will be determined according to the table below:

PRIMARY APPORTIONMENT CATEGORIES

CATEGORY	UNITED STATES	NORWAY
Container Acquisition	X	
Blocking and Bracing Material	X	
Internal Transportation		X
External Transportation	X	
Personnel Support	X	X
Container/Material Handling Equipment		X
Infrastructure at Cave Sites		X

The "X" reflects primary responsibility for category to minimize impact of exchange rate fluctuations.

C-1 EXPLANATION OF CATEGORIES

<u>Container Acquisition</u>. Procurement and/or refurbishment of on-hand containers in support of containerizing the prepositioned ammunition.

<u>Blocking and Bracing Material</u>. Material, such as lumber, required to support ammunition packaged within containers.

<u>Internal Transportation</u>. Transportation of NALMEB prepositioned equipment, ammunition and containers within Norway in association with maintenance, activation, deactivation, movement to the initial staging area, and movement from staging area to a Norwegian KEA.

<u>External Transportation</u>. Involves costs associated with: (1) U.S. annual shipment of new/rotating equipment; (2) rotation of expired items and supplies; (3) ammunition; and (4) any exceptional shipments associated with maintenance, modification, replacement, or upgrade of the NALMEB associated prepositioned equipment.

<u>Personnel Support</u>. Accounts for individuals provided by the operating forces to: (1) conduct training; (2) assist in blocking and bracing of ammunition and equipment into containers; (3) operating MHE; and (4) inventorying the prepositioned ammunition in support of the containerization plan. Funding associated with Temporary Attached Duty (TAD) is also included in this category.

<u>Container/Material Handling Equipment</u>. Procurement and/or leasing MHE in support of moving containers within and outside the storage sites and to the KEAs.

<u>Infrastructure at Cave Sites</u>. Includes costs associated with engineering projects such as enlargement of roads and cave sight entrances. Also includes requirements for storage buildings, plastic halls, and garage/maintenance facilities.

ANNEX D

FINANCIAL PROCEDURES AND REPORTING

The following costs are identified based upon separate NALMEB containerization reports produced by CHODNO and the USMC. These costs were discussed at the joint DEPG/PEMG conference held at Quantico, Virginia, 16-17 December 1996.

CONTAINERIZATION COSTS

COST IN U.S. DOLLARS	COST IN NOK
\$2,400,000.00	15.360.000,00
\$220,000.00	1.408.000,00
\$262,000.00	1.676.800,00
\$1,500,000.00	9.600.000,00
\$4,382,000.00	28.044.800,00
COST IN U.S. DOLLARS	COST IN NOK
\$1,684,375.00	10.780.000,00
\$1,530,468.70	9.795.000,00
\$384,375.00	2.460.000,00
\$123,828.12	792,500,00
\$3 723 046 82	23.827.500,00
	\$262,000.00 \$1,500,000.00 \$4,382,000.00 COST IN U.S. DOLLARS \$1,684,375.00 \$1,530,468.70 \$384,375.00

The current official *exchange rate* is 6.4 NOK to \$1.00.

Fiscal Procedures -

Norwegian fiscal reporting will be executed by the OIC of the MEB Section thru Norwegian channels daily, with the cost for the containerization project specified separately.

USMC fiscal reporting will be executed by the NALMEB Project Officer (NPO) at Blount Island Command (BICmd), with costs for the containerization project specified separately.

The CWG will conduct special meetings when the financial aspects of this IA are to be combined and presented to the PEMG.

Burdensharing -

Refer to the Prepositioning Arrangement between the United States and Norway dated 28 August 1995.

Applicable Agreements -

The following agreements apply to this project:

North Atlantic Treaty, April 4, 1949, 63 Stat. 2241, T.I.A.S. No. 1964: reprinted in U.S. Department of the Army Pamphlet No. 27-24, Selected International Agreements (Volume II) 1-1 (1976); and, U.S. Department of the Air Force Pamphlet No. 110-20, Selected International Agreements 1-2 (1981).

Agreement between the Parties to the North Atlantic Treaty regarding the Status of Forces, June 16, 1951: [1953] 4 U.S.T. 1792, T.I.A.S. No. 2846; reprinted in U.S. Department of the Army Pamphlet No. 27-24, Selected International Agreements (Volume II) 2-1 (1976); and, U.S. Department of the Air Force Pamphlet No. 110-20, Selected International Agreements 2-2 (1981).

Memorandum of Understanding (MOU) governing Pre-Stockage and Reinforcement of Norway, January 16, 1981: United States-Norway 32 U.S.T. 4538, T.I.A.S. No. 9966.

ANNEX A

Phase 1(b)

CONTAINERIZATION OF REMAINING AMMUNITION

Phase 1(a) accomplished the containerization of 20 DOA of Class V(A) and 23 DOA of Class V(W). There remains 10 DOAs of Class V (A) and 7 DOAs of Class V (W) ammunition to be containerized. The requirement for Phase 1(b) will be the containerization of this remaining ammunition. The process to be followed is the same as for Phase 1(a) as set forth in this amendment to the IA. The following is an outline of the requirements associated with this effort.

<u>Project Management</u>. No change from Phase 1(a). The Project Manager is authorized to conduct Phase 1(a) and Phase 1(b) containerization simultaneously if this method proves more efficient and cost effective than a sequential phase packaging method.

Appendix A - Packaging/Storage/Inventory Plan. A packaging plan will be required, however, storage and inventory requirements will not change from Phase 1(a).

<u>Appendix B - Containers Categories</u>. Additional containers, along with blocking and bracing materials, will have to be procured. Exact quantities will be determined at a later date.

<u>Appendix C - Material Handling Equipment</u>. The MHE procured for the initial phase will also serve this phase.

<u>Appendix D- Infrastructure Requirements</u>. No additional infrastructure requirements will exist.

<u>Appendix E - Training Requirements</u>. Training of personnel will already be completed.

A-2 **ANNEX A**

Phase 1(b)

INTRODUCTION

This NALMEB program implementation plan combines separate Norwegian and USMC Class V ammunition and containerization working group studies conducted in 1996.

<u>Phase 1(a)</u> - of the containerization process accomplishes the packaging of an initial issue of 20 days of ammunition (DOA).

<u>Phase 1(b)</u> - involves containerization of the remaining NALMEB ammunition held in storage. This Annex describes the amendment process which will be used to complete Phase 1(b).

IMPLEMENTATION PLAN

The details for implementation of Phase 1(b) are provided as follows:

<u>APPENDIX</u>	<u>SUBJECT</u>
A	Packaging/Storage/Inventory Plan
В	Container Categories
C	Material Handling Equipment
D	Infrastructure Requirements
E	Training Requirements

A-2-A-1 **APPENDIX A**

Phase 1(b)

PACKAGING/STORAGE/INVENTORY PLAN

Table of Contents

TAB A-1	Container Packaging Plan
TAB A-2	Container Storage Plan
TAB A-3	Container Inventory Plan

A-2-A-1 **TAB A-1**

Phase 1(b)

The packaging/storage/inventory plans are described as follows:

PACKAGING PLAN

Convention Safe Containers (CSC) are to be used to load ammunition. Each container will be inspected to ensure that a CSC Department of Defense Inspection Label (DD Form 2282) is attached and that the containers meet all other requirements of Military Handbook-138A.

Contained in Attachments (1) and (2) to this Tab are the container packaging plans for Class V aviation (A) of 10 DOA and Class V ground (W) of 7 DOA. The individual container goals for the packaging of Class V can be modified as required (i.e. unit pack, weight and cube). Major changes to the packaging plan must be presented to the CWG (i.e. any changes to the packaging plan which would cause the plan to be incompatible or create a safety hazard).

Blocking and bracing requirements will be in accordance with existing United States Army drawings. Any deviation must be addressed and approved by competent authority. Certified personnel will inspect and approve each container upon completion of the packaging process, using locally produced certification formsUpon certification of each loaded container, a bar coded inventory label and a serialized seal will be attached and recorded.

Container packaging operations will be conducted in accordance with Standard Operating Procedures (SOP) to be developed by the MEB Section, Supply Stores, Troendelag. This SOP will be approved by the Ammunition Branch, Army Materiel Command (ARMYMATCOM) and the Program Manager for Ammunition (PM-AM-EES), Marine Corps Systems Command (MARCORSYSCOM).

A-2-A-1-1

TAB A-2

Phase 1(b)

CONTAINER STORAGE PLAN

Ammunition containers will be stored to permit access to the doors for inspection of serialized seals. Bar code labels will be placed on the container to permit scanning. All existing NALMEB storage and compatibility directives are applicable.

A-2-A-2-1 **TAB A-3**

Phase 1(b)

CONTAINER INVENTORY PLAN

Inventory and accountability of Class V material packaged in a container will be accomplished using existing automated systems (i.e. FOSAMS/ROLMS). Inventory of ammunition will be inspected by quality control personnel and certified by quality assurance personnel. For ease of accountability a single unit identifier (UIC/RIC) for Class V (A) and V (W) will be utilized. Labels will be prepared and affixed to all ammunition containers to accommodate scanning.

A-2-A-3-1 **APPENDIX B**

Phase 1(b)

CONTAINER CATEGORIES

All calculations are based on the current ammunition "on-hand" quantities. Any change in mix or quantities of ammunition will directly affect all calculations in this document.

Projected container requirements for Phase 1(b) are:

Container Types	Required Qty	Sourced By	By Date
4 1/2 Foot Containers	68	USMC	TBD
6 Foot Containers	TBD	USMC	TBD
8 1/2 Foot Containers	106	USMC	TBD
Flat Rack Containers	35	USMC	TBD

A-2-B-1 **APPENDIX C**

Phase 1(b)

MATERIAL HANDLING EQUIPMENT

The following table represents a summation of the MHE requirements previously identified in the Norwegian and USMC studies.

MHE REQUIREMENTS	SOURCED BY	REQUIRED QTY	BY DATE
Forklift for Container Handling (16 Ton)	GON	6	Completed
Forklift for Container Loading (3 Ton)	GON	6	Completed
Terminal Tractors for Movement in/out of Ammo Halls	GON	6	Completed
Container Spreader Bars	GON	2 Each Cave Site	Completed
Container Inspection Rack	GON	1 Each Cave Site	Completed
Container Wheel Sets for Container Hauling	GON	12 Sets	Completed
Rough Terrain Container Handlers (RTCH)	USMC	TBD	TBD

Norwegian sourced equipment is required for the movement of containers from the storage site to the Key Employment Area (KEA). This movement is a Norwegian responsibility as defined by current HNS agreement.

USMC sourced equipment is a requirement solely for KEA operations.

A-2-C-1 **APPENDIX D**

Phase 1(b)

INFRASTRUCTURE REQUIREMENTS

Table of Contents

TAB D-1 Engineering Projects

TAB D-2 Building Requirements

A-2-D-1 **TAB D-1**

Phase 1(b)

ENGINEERING PROJECTS

Engineering Projects	Sourced By	By Date
Outside Areas at Hammerkammen and Kalvaa must be leveled for container Lay-down area	GON	Completed
Hammernesodden: Area outside tunnel entrance enlarged to permit loading of trucks.	GON	31 Dec 97
Hammernesodden: Road from Tunnel entrance to pier has to be enlarged to permit transport of containers with forklifts.	GON	31 Dec97
Hammernesodden: Container lay-down area at pier has to be enlarged to create lay-down area for shipping operations.	GON	31 Dec 97
Kalvaa: Road from MAERU maintenance building to tunnel entrance has to be enlarged to permit transport of containers with forklifts.	GON	Completed

A-2-D-1-1 **TAB D-2**

Phase 1(b)

BUILDING REQUIREMENTS

Building Requirements	Required Qty	Sourced By	By Date
Plastic storage buildings for storing empty containers for ammo stored in igloos and small ammo caves.	1 Humidity Controlled Build- ing at each Cave Site	GON	Completed
Plastic hall for ammo container packaging.	1 Hall at each Cave Site	GON	Completed
Garage/maintenance facilities for forklifts and tractors.	1 Hall at each Cave Site	GON	Completed

A-2-D-2-1 **APPENDIX E**

Phase 1(b)

TRAINING REQUIREMENTS

Personnel involved with containerization of NALMEB ammunition will require formal training in container certification, blocking and bracing, and forklift operations.

School seats for Ammo Class L10 (Container Re-Certification Course) have been requested. Training is scheduled to be conducted 18-20 November 1997 at Savanna, Illinois. Personnel from Norway have been identified.

School seats for Ammo Class L22 (Blocking and Bracing) have been completed.

Forklift operators training for 10 ton and greater equipment is complete.

A-2-E-1